



State of Vermont

Upgrade of Oracle PeopleSoft Financials Version 8.8 to 9.2

Deliverable

D1-02 Project Charter – Details Project Overview

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Revision History

Table 1: Revision History

Version	Date	Author(s)	Revision Notes
.01	07/31/2017	Wayne Pinckley	Project Charter drafted by W. Pinckley using the State's original project Charter as a primary input.
.02	08/03/2017	Wayne Pinckley	Updated based on feedback.
.03	08/04/2017	Wayne Pinckley	Updated based on review with State PM.
1.0	08/18/2017	Wayne Pinckley	Updated based on review from the State Team. This version will be resubmitted for review and approval.
2.0	8/30/2017	Wayne Pinckley	Updated based on a second review from the State Core Team.
2.1	8/30/2017	Wayne Pinckley	Updated Date on the Title page.
2.2	8/30/2017	Wayne Pinckley	Cleaned up a page break issue only seen when printed as a pdf document.



1. Introduction

1.1. Purpose and Scope

The Project Charter authorizes the VISION Upgrade to 9.2 project and provides the Project Management team with the authority to apply resources to project activities. The overall goal of the Project Charter is to provide for a well-defined Project Start. The inputs to this document will be the Statement of Work (SOW) contained in Contract # 34219 and the business case supporting the State of Vermont's desire to upgrade the VISION application from version 8.8 to version 9.2. The charter will establish the project's organizational structure and sets the goals and objectives for the project as well as the project's success criteria.

The Project Charter is a foundational document for the project and will increase the probability that the Project Management team will develop and manage a project team that will be dedicated to the goal of a successfully completed 9.2 upgrade within the project timeline. This is a dynamic deliverable and will be updated later in the project. The Charter will be reviewed during each of the Propel Phases and updated as appropriate during each phase. It is initially delivered during Phase I Plan and Discover as a foundational document for the project.

1.2. Assumptions and Constraints

This section includes the assumptions and constraints impacting this deliverable. They are listed below:

- It is assumed that the D1-02 Project Charter Template has been reviewed and approved by the State.

1.3. Deliverable Approach

The Project Charter will be developed based on meetings between the Sierra-Cedar and State of Vermont Project Managers. The Project Managers will request support from additional project resources as needed. The Project Managers will utilize the existing Contract between Sierra-Cedar and the State as one of the primary inputs to the Charter. The Project Charter will be developed on the State of Vermont EPMO Project Charter template. That template will be modified slightly to be consistent with the VISION Upgrade to 9.2 project branding.

A collaborative process is then entered into by both Sierra-Cedar and the State to review the Project Charter template documents to ensure that it is founded in the Contract and the purpose and expected outcomes for each deliverable are clearly defined.

Once both Sierra-Cedar and the State agree that the Project Charter includes the necessary content to satisfy the Deliverable Expectation document for D1-02, a Deliverable Approval Certificate will be presented to the State Project Manager. After the Deliverable has been reviewed and no defects are found in the Project Charter, the Approval Certificate will be signed by the State.

1.4. Roles and Responsibilities

Table 2 below depicts the roles and responsibilities associated with developing and maintaining the Project Charter deliverable.



Table 2: Roles and Responsibilities related to this deliverable

Role	SCI Responsibility	State Responsibility
Business Sponsor (State) SCI Executive Sponsor	<ul style="list-style-type: none"> Serves as Approver 	<ul style="list-style-type: none"> Serves as an Approver
SCI Project Manager State Project Manager	<ul style="list-style-type: none"> Prepares Project Charter as directed Serves as a Lead Endorser or appoints a Lead Endorser Ensure the SCI process is being followed Escalation point for any issues 	<ul style="list-style-type: none"> Reviews Deliverables Serves as a Lead Endorser Escalation point for any issues
Steering Committee	<ul style="list-style-type: none"> Provides direction to the Project Manager Escalation point for any issues 	<ul style="list-style-type: none"> Provides direction to the Project Manager Escalation point for any issues

A **Lead Endorser** reviews and recommends action on a deliverable. The recommendations could be for changes to the document or for approval.

An **Approver** commits either the State or SCI to the representations in the specific deliverable being approved.

2. Project Charter

2.1. Project Overview

This State of Vermont State-wide financial accounting system known as VISION requires upgrading from the current PeopleSoft Financials version 8.8 to version 9.2 for all modules currently being utilized by the State of Vermont. This includes General Ledger (including Commitment Control), Accounts Payable, Purchasing, Asset Management, Inventory, Billing, Accounts Receivable, Travel & Expenses, and Grants Tracking (Vermont customized). In addition, new functionality that is available in v9.2 that meets the requirements of the State will be implemented.

As the system of record for the State's financial data, as well as maintenance of the State's vendor master file, VISION allows the State to meet its statutory responsibility of providing a system of centralized accounting of income and disbursement. It supports approximately 7,000 travel and expense users and 700 users of the other system modules.

VISION was last upgraded in 2007 and the version in production today (v8.8) is no longer supported by Oracle. Utilizing an application that is not supported by its developer is not considered a standard best practice. Upgrading to v9.2 will also mitigate an audit finding that relates to segregation of duties.

Sierra-Cedar and the State of Vermont have entered into a contract to execute this upgrade from PeopleSoft Financials version 8.8 to Version 9.2 (Contract # 34219). The project to execute the upgrade has been branded by the project team as the "VISION Upgrade to 9.2 Project". A VISION Upgrade to 9.2 Logo has been established and is included in this Project Charter header along with the Sierra-Cedar Logo as part of the project branding for documentation.

The VISION Upgrade to 9.2 project will be executed with the following Guiding Principles;



- The State and Sierra-Cedar project team are results oriented and will work to complete assigned tasks based on Start and Finish dates on the Project Work Plan.
- Deliverables meet expectations and provide momentum for dependent activities and tasks.
- Project decisions are made timely and are based on the State's business processes and reflect the requirements documented in the Requirements Traceability Matrix.
- The Project Scope and Requirements Traceability Matrix will not be changed without an approved Change Order.
- Key Decisions that impact Scope, Cost, Schedule or Quality must be made in coordination with the State and Sierra-Cedar Project Managers. The PMs will document these changes in a Change Order and will not become effective until the Change Order has been signed by both Sierra-Cedar and the State of Vermont.

2.2. Project Objectives & Success Criteria

Table 3 below provides a listing of the project's objectives and success criteria.

Table 3: Project Objectives and Success Criteria

#	Objective	Success Criteria
1	Replace the outdated and unsupported Oracle PeopleSoft Financial v8.8 with version 9.2	The upgrade to version 9.2 is successfully implemented.
2	Meet and/or exceed all GASB financial reporting requirements.	Receive the annual GFOA Certificate of Excellence in Financial Reporting in 2019 and beyond.
3	Complete requirements outlined in Excel file entitled "Upgrade of Oracle PeopleSoft to v9.2 -RTM FINAL.xlsx"	Testing results confirm requirements have been met prior to date of implementation.
4	Minimize operational disruption	The State Department of Finance VISION Support, Accounting and Reporting staff and Agency of Digital Services staff can support the production VISION system during the upgrade project.
5	Build a solid foundation for State of Vermont's Future	Reduce existing modifications by using delivered 9.2 functionality. Provide both High-level and detailed design documentation including functional and technical design documents for modifications.
6	Manage project effectively to ensure key milestones and planned project budget is met	All project milestones are achieved and the upgrade to version 9.2 goes live on schedule.



2.3. Project Roles and Responsibilities

Table 4 below outlines key project participants, their role and responsibilities during the VISION Upgrade to 9.2 project. Some project team members from both Sierra-Cedar and the State will be working in more than one role. The Project's Organization Chart is also included in Figure 1

Figure 1: Organization Chart below.

Table 4: Roles and Responsibilities

Participant	Role	Responsibilities
Adam Greshin Brad Ferland	Business Sponsor (State)	The business sponsors are responsible for the oversight management of the project. The business sponsors support the project by communicating the vision of the project and work to reduce barriers and risks.
Adam Greshin Brad Ferland Nancy Collins Ruthellen Doyon Jana Riddle Frank Costantino Trudy Marineau Cheryl Burcham	Executive Steering Committee (State)	The Executive Steering Committee is comprised of State leaders who represent the primary constituencies affected by the project and who have the collective authority to make decisions on changes to the project and/or to the State policies and procedures affected by the project. They are responsible for making decisions to expedite resolution of cross- agency issues. They are responsible for the overall success of the project.
Kevin Bryant Roch Hoedebecke	Leadership Team (Contractor)	Leadership Team is comprised of senior executives who have decision- making authority for the areas that are most directly affected by the project. They are responsible for the overall success of the project.
Please see Figure 1 below	Project Team (State and Contractor)	The Project Team includes the State and Contractor Project Managers, Functional Leads, Technical Leads, Technical Specialists (Developers, DBAs, System Administrators, Upgrade Specialists), Training Specialists, Subject Matter Experts, Testing SME's and others who are dedicated to the project.
Roch Hoedebecke	Project Director (Contractor)	The Contractor Project Director will provide oversight for the project. He/she will assist with issue escalation, health checks and resource needs. He/she will assist with status meetings and management meetings.
Rick Steventon	EPMO Oversight Project Manager (OPM) (State)	The State EPMO OPM provides support and guidance to the State and Contractor Project Managers (PM). The OPM will keep the office of the State CIO informed as to the overall health of the project. The OPM will ensure that the State and Contractor PMs are following project management best practices and that required project management documentation is completed.
Cheryl Burcham Wayne Pinckley	Project Managers (State and Contractor)	The Contractor Project Manager is responsible for managing their budget, the project plan, and their respective personnel; resolving issues; delivering and updating project management deliverables; and achieving overall project success. They are also responsible for ensuring that the structure of the project and design of the System reflect an integrated business process orientation, and are responsible for leading project activities to implement the System. The Contractor PM is responsible for managing the Contractor's work on the project and shall work at the general direction of the State PM.



Participant	Role	Responsibilities
		The State Project Manager is responsible for managing the project plan scope and schedule; resolving issues; and achieving overall project success. They are also responsible for ensuring that the structure of the project and design of the System reflect an integrated business process orientation, and are responsible for leading project activities to implement the System.
Ruthellen Doyon Nancy Collins Clint Burnett Mary Ellen Pfaller John Kennerknecht Andrew Main	Functional Leads (State and Contractor)	<p>Contractor Functional Leads are the business analysts assigned to specific modules who are responsible for leading a specialized team in the design and implementation of the system for a specific functional area. They will also assist with train-the-trainers planning and support.</p> <p>Contractor Functional Leads have public sector experience in their respective fields and experience implementing the system modules in the public sector.</p> <p>State Functional Leads are Directors within the Department of Finance and Management and will be responsible for providing management of the Functional and Testing SME's. They have decision making authority for the functional design and implementation of the system. They will participate in reviewing and redesigning business processes and testing specific functionality. They will also be responsible for managing the budget and assisting with issue escalation, health checks and resource needs.</p>
Michelle White Jamie Sheltra Rhonda Partlow John Becker Karen Jaquish Joe Harris Peggy Brooks Dan Shepard Karen Symonds Diane Sholan Tara Rivet	Functional Subject Matter Experts (SMEs) (State)	Functional SMEs are employees of the Department of Finance and Management. They are assigned to specific modules and are part of a specialized team in the design and implementation of the system for a specific functional area. Tasks that will be assigned to Functional SMEs include reviewing and redesigning business processes and testing specific functionality. They may also assist with train-the-trainers planning and support and become end-user trainers.
Jana Riddle Scott Huling	Change Management Lead (State and Contractor)	The Change Management Leads coordinate with all other project team members to validate the change journey of the State until the project is realized. External project communications, scheduling, coordination, feedback collection and processing are key activities driven by the Change Management Lead. The State Change Management Lead has excellent verbal and written communication skills and familiarity with the key business processes. The Contractor Change Management Lead has



Upgrade of Oracle PeopleSoft Financials Version 8.8 to 9.2 Project Charter

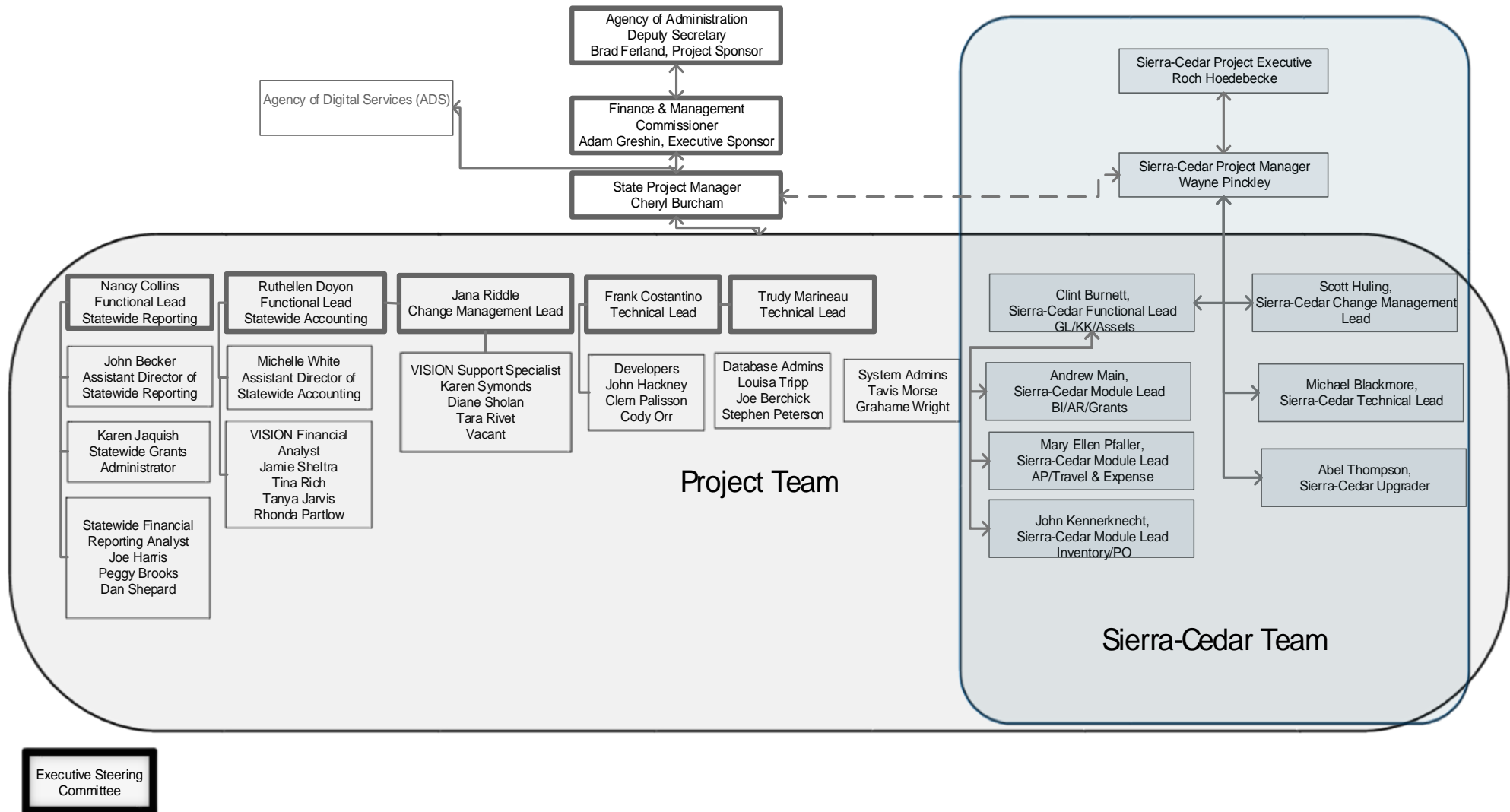
Participant	Role	Responsibilities
		general knowledge of the system modules, excellent verbal and written communication skills, and extensive Change Management expertise and experience. The Change Management Leads are responsible for developing the End-User Training Plan and training schedule.
Jana Riddle Karen Symonds Diane Sholan Tara Rivet Scott Huling	Training Specialists (State and Contractor)	The State and Contractor Training Specialists will jointly develop the training materials. They conduct train-the-trainer training sessions. Training Specialists should have excellent verbal and written communication skills and familiarity with the key business processes in one or more targeted functional areas. The State Training Specialists will conduct the End-User training sessions.
Michelle White Jamie Sheltra Tina Rich Rhonda Partlow John Becker Karen Jaquish Joe Harris Peggy Brooks Dan Shepard Karen Symonds Diane Sholan Tara Rivet Tanya Jarvis Ruthellen Doyon Nancy Collins Employees from other departments will be named as needed.	Testing Subject Matter Experts (SMEs) (State)	Testing SMEs will be employees of the Department of Finance and Management and could be employees from other departments. They will be responsible for testing specific functionality using predefined test scripts.
Frank Costantino Trudy Marineau Michael Blackmore	Technical Leads (State and Contractor)	<p>The Contractor Technical Lead is responsible for formulating technical strategies for the project. The Contractor Technical Lead will manage all Contractor technical activities (Development, Database and System Administration, Upgrade Execution). The Contractor Technical Lead has extensive experience managing technical staff, as well as System Implementation expertise and experience.</p> <p>The State Technical Leads will be responsible for providing management of the State's Technical Project Team (Developers, DBA's, System Administrators, Infrastructure staff). They have</p>



Upgrade of Oracle PeopleSoft Financials Version 8.8 to 9.2 Project Charter

Participant	Role	Responsibilities
		decision making authority for the technical design and implementation of the system. They will assist with issue escalation, health checks and resource needs.
John Hackney Clem Palisson Cody Orr	Technical Developers (State and Contractor)	Technical Developers are the individuals responsible for developing technical solutions for the project, including, but not limited to: design specifications, development and unit testing of customizations, retrofits, reports and interfaces. They will also provide review, design, correction and development support, as needed, through all project testing phases. They will be responsible for assisting with researching and evaluation of system patches and fixes as required.
Able Thompson	Upgrade Lab (Contractor)	The upgrade lab will focus upon executing the upgrade from the v8.8 application to the new v9.2 application.
John Hackney Karen Symonds Diane Sholan Tara Rivet Ruthellen Doyon Nancy Collins Jana Riddle	Security / Controls (State)	The State Security / Controls roles will focus on security needs (matrix, roles, workflow) and controls around roles and processes. The controls will provide outlines to help identify any conflicts. The State will also configure the needs around the Oracle Access Manager integration for the project security requirements.
Louisa Tripp Joe Berchick Stephen Peterson Tavis Morse Grahame Wright	DBA / PeopleSoft Admin (State)	The State will provide the database administrators and PeopleSoft admin support to establish the Financials environments, server setup and coordination with the Contractor upgrade specialist.

Figure 1: Organization Chart





Sierra-Cedar

Upgrade of Oracle PeopleSoft Financials
Project Charter



8 to 9.2

2.4. Project Scope

The VISION Upgrade to 9.2 project scope is defined in section 2.4.1 which details the PeopleSoft modules and activities that are included in scope and by section 2.4.2 that details specific PeopleSoft modules that are out of scope. These sections reflect the project scope defined in Contract # 34219 between and Sierra-Cedar Inc. and the State of Vermont.

2.4.1. In Scope:

Upgrade the current Statewide financial accounting system (known as "VISION") from Oracle PeopleSoft financial software v8.8 to v9.2 for all modules currently being utilized as well as any new functionality that is available in v9.2 that would meet our requirements.

Current modules include:

- General Ledger (including Commitment Control)
- Accounts Payable
- Purchasing
- Asset Management
- Inventory
- Billing
- Accounts Receivable
- Travel & Expenses
- Grants Tracking (customized)

The VISION Upgrade to 9.2 project will satisfy the requirements documented by the State of Vermont in an Excel file - Upgrade of Oracle PeopleSoft to v9.2 – RTM.xlsx. The RTM will be loaded into a SharePoint list and the project team will update the RTM in SharePoint throughout the project.

Sierra-Cedar will create and configure applicable servers required for the upgrade process to support PUM, DEMO (interim and target Demo data), DEV (Development) and TST (Testing). The contractor will support the State in creating and configuring all remaining servers and environments for go-live, including UAT (User Acceptance Testing), PRD (production), SBX 1-4 (Sandboxes, and Disaster Recovery). Upgrade the Disaster Recovery site. Sierra-Cedar and the State will mutually develop an approach and plan for Disaster Recovery testing.

2.4.2. Out of Scope:

- Enterprise-wide Project Costing
- Enterprise-wide Project Management
- E-Procurement
- Real Estate Management module
- Cash Management module

2.5. Project Milestones, Deliverables & Schedule

2.5.1. Project Milestones

This section of the project charter provides a listing of the project milestones in Table 5 below. The Sierra-Cedar Project Manager's weekly status report will provide an update on the status and any changes to the Delivery date for the milestone.

Table 5: Project Milestones



Milestone/Deliverable	Target Delivery Date or Range
Project Start Date	06/26/17
Project Kickoff	07/26/17
Project Planning Complete	09/05/17
Discovery Sessions Complete	09/07/17
Fit/Gap Sessions Complete	12/15/17
Initial Pass Complete	11/16/17
Communications Plan Complete	09/15/17
Design Document Complete	01/24/18
Configuration Complete	03/13/18
Development/Retrofit Complete	05/24/18
Test Move 1 Complete	06/01/18
System / Integration Test Complete	08/13/18
Test Move 2 Complete	08/21/18
User Acceptance Test Complete	10/03/18
Test Move 3 Complete	10/15/18
Performance Test Complete	10/31/18
End User Training Complete	10/31/18
Go-Live	11/13/18
Post Production Support	01/10/19
Warranty	04/04/19
SCI Project Close Out	04/04/19
Project End Date	04/04/19

2.5.2. Project Deliverables

This section of the Project charter provides a listing of the Project Deliverables, their associated cost, the retainage amount and the Invoice amount. This listing of deliverables is shown in Table 6 below.

Table 6: Project Deliverables

#	Deliverable	Phased Deliverable Cost	Retainage	Invoice Amount
Phase I - Plan and Discover				
D1-01	Deliverable Acceptance Criteria for Phase I	\$3,835.00	\$767.00	\$3,068.00
D1-02	Project Charter	\$10,000.00	\$2,000.00	\$8,000.00
D1-03	Project Management Plan	\$30,000.00	\$6,000.00	\$24,000.00
D1-04	Project Work Plan, includes IMS	\$30,000.00	\$6,000.00	\$24,000.00



#	Deliverable	Phased Deliverable Cost	Retainage	Invoice Amount
D1-05	Deliverable Approval Matrix	\$10,000.00	\$2,000.00	\$8,000.00
D1-06	Project Kickoff Meeting Agenda	\$10,000.00	\$2,000.00	\$8,000.00
D1-07	Project Kickoff Meeting Presentation	\$20,000.00	\$4,000.00	\$16,000.00
D1-08	Knowledge Transfer Plan	\$10,000.00	\$2,000.00	\$8,000.00
D1-09	Change Management Plan	\$30,000.00	\$6,000.00	\$24,000.00
D1-10	Stakeholder Analysis	\$10,000.00	\$2,000.00	\$8,000.00
D1-11	Communication Plan	\$30,000.00	\$6,000.00	\$24,000.00
D1-12	Module Demonstrations (in-person)	\$5,000.00	\$1,000.00	\$4,000.00
D1-13	Discover Sessions	\$10,000.00	\$2,000.00	\$8,000.00
D1-14	Module Questionnaire	\$15,000.00	\$3,000.00	\$12,000.00
D1-15	Development Inventory	\$10,000.00	\$2,000.00	\$8,000.00
D1-16	Requirements Traceability Matrix (with notes from Discovery Sessions)	\$30,000.00	\$6,000.00	\$24,000.00
D1-17	Discover Findings Document	\$15,000.00	\$3,000.00	\$12,000.00
D1-18	Fit Gap Calendar and Agendas	\$10,000.00	\$2,000.00	\$8,000.00
Total Phase I - Plan & Discover		\$288,835.00	\$57,767.00	\$231,068.00
Phase II - Analyze and Design				
D2-19	Deliverable Acceptance Criteria for Phase II	\$7,847.00	\$1,569.40	\$6,277.60
D2-20	Initial Environments Installed	\$125,000.00	\$25,000.00	\$100,000.00
D2-21	Initial Pass (remote)	\$225,000.00	\$45,000.00	\$180,000.00
D2-22	Finish Fit-Gap Sessions and Draft/Finalize Fit- Gap Analysis Report	\$500,000.00	\$100,000.00	\$400,000.00
D2-23	Initial System Design Document	\$150,000.00	\$30,000.00	\$120,000.00
D2-24	Initial Security Plan and Workbook	\$50,000.00	\$10,000.00	\$40,000.00
D2-25	Finalized Requirements Traceability Matrix	\$150,000.00	\$30,000.00	\$120,000.00
Total Phase II - Analyze and Design		\$1,207,847.00	\$241,569.40	\$966,277.60
Phase III - Configure and Develop				
D3-26	Deliverable Acceptance Criteria for Phase III	\$7,368.00	\$1,473.60	\$5,894.40
D3-27	Tested System with Configuration and Security	\$100,000.00	\$20,000.00	\$80,000.00
D3-28	Final Security Plan and Workbook	\$50,000.00	\$10,000.00	\$40,000.00
D3-29	Technical Specifications/Requirements - 50% Complete	\$100,000.00	\$20,000.00	\$80,000.00
D3-30	Updated System Design Document	\$75,000.00	\$15,000.00	\$60,000.00
D3-31	Functional Specifications/Requirements - 50% Complete	\$100,000.00	\$20,000.00	\$80,000.00
D3-32	Training Plan	\$30,000.00	\$6,000.00	\$24,000.00
D3-33	Training Curriculum	\$100,000.00	\$20,000.00	\$80,000.00
D3-34	Testing Plan	\$50,000.00	\$10,000.00	\$40,000.00



#	Deliverable	Phased Deliverable Cost	Retainage	Invoice Amount
D3-35	Test Scenarios/Cases	\$10,000.00	\$2,000.00	\$8,000.00
D3-36	Test Scripts	\$100,000.00	\$20,000.00	\$80,000.00
D3-37	Interfaces Development and Unit Test	\$180,000.00	\$36,000.00	\$144,000.00
D3-38	Customization Development & Application (Retrofits/New) and Unit Test - 25% Complete	\$75,000.00	\$15,000.00	\$60,000.00
D3-39	Customization Development & Application (Retrofits/New) and Unit Test - 50% Complete	\$75,000.00	\$15,000.00	\$60,000.00
D3-40	Customization Development & Application (Retrofits/New) and Unit Test - 75% Complete	\$75,000.00	\$15,000.00	\$60,000.00
D3-41	Customization Development & Application (Retrofits/New) and Unit Test - 100% Complete	\$75,000.00	\$15,000.00	\$60,000.00
D3-42	Workflows Configuration and Unit Test	\$175,000.00	\$35,000.00	\$140,000.00
D3-43	Technical Specifications/Requirements - 100% Complete	\$100,000.00	\$20,000.00	\$80,000.00
D3-44	Functional Specifications/Requirements - 100% Complete	\$100,000.00	\$20,000.00	\$80,000.00
D3-45	Reports Development and Unit Test	\$100,000.00	\$20,000.00	\$80,000.00
D3-46	Knowledge Transfer Assessment	\$20,000.00	\$4,000.00	\$16,000.00
Total Phase III - Configure and Develop		\$1,697,368.00	\$339,473.60	\$1,357,894.40
Phase IV - Test and Train				
D4-47	Deliverable Acceptance Criteria for Phase IV	\$5,696.00	\$1,139.20	\$4,556.80
D4-48	Test Move 1 (remote)	\$15,000.00	\$3,000.00	\$12,000.00
D4-49	Completed System/Integration Testing	\$200,000.00	\$40,000.00	\$160,000.00
D4-50	Test Move 2 (remote)	\$15,000.00	\$3,000.00	\$12,000.00
D4-51	Completed User Acceptance Testing	\$465,000.00	\$93,000.00	\$372,000.00
D4-52	Performance Testing	\$50,000.00	\$10,000.00	\$40,000.00
D4-53	Test Move 3 (on-site)	\$15,000.00	\$3,000.00	\$12,000.00
D4-54	Instructor and Participant Training Guides	\$60,000.00	\$12,000.00	\$48,000.00
D4-55	Train-the-Trainer Sessions	\$50,000.00	\$10,000.00	\$40,000.00
D4-56	Completed Training Courses	\$10,000.00	\$2,000.00	\$8,000.00
Total Phase IV - Test and Train		\$885,696.00	\$177,139.20	\$708,556.80
Phase V - Deploy and Optimize				
D5-57	Deliverable Acceptance Criteria for Phase V	\$3,203.00	\$320.30	\$2,882.70
D5-58	Configuration Document	\$150,000.00	\$15,000.00	\$135,000.00
D5-59	Cutover Plan	\$50,000.00	\$5,000.00	\$45,000.00
D5-60	Production-Ready Environment	\$75,000.00	\$7,500.00	\$67,500.00
D5-61	Readiness Assessment (Final Report of Upgrade and Production Passes)	\$50,000.00	\$5,000.00	\$45,000.00



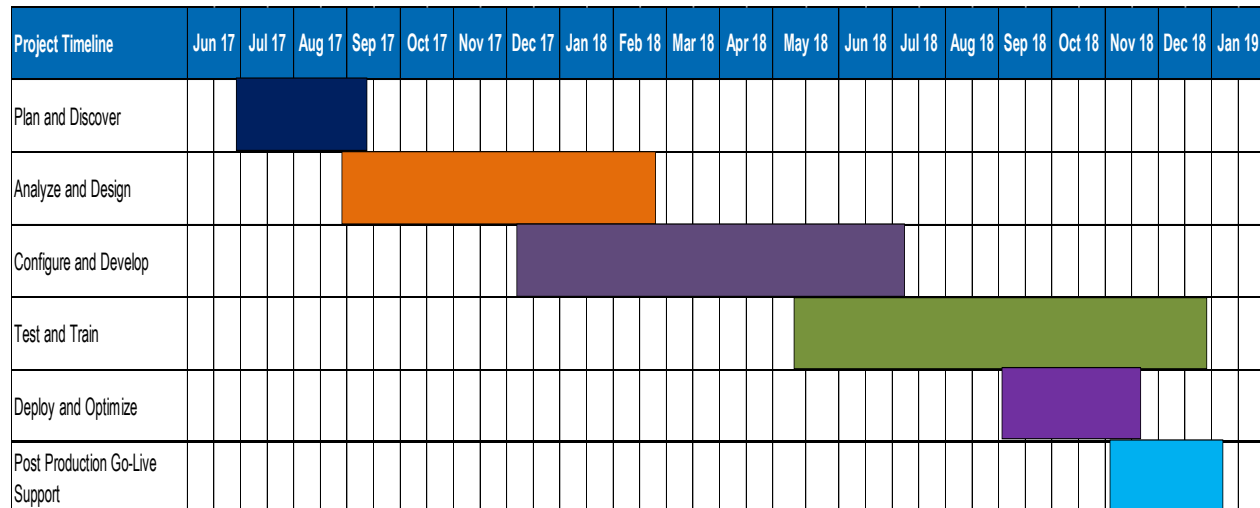
#	Deliverable	Phased Deliverable Cost	Retainage	Invoice Amount
D5-62	Contingency Plan	\$20,000.00	\$2,000.00	\$18,000.00
D5-63	Final Production Cutover	\$100,000.00	\$10,000.00	\$90,000.00
D5-64	Rollout of Upgraded Environments	\$50,000.00	\$5,000.00	\$45,000.00
Total Phase V - Deploy and Optimize		\$498,203.00	\$49,820.30	\$448,382.70
Phase VI - First Month of Post Go-Live Support - 30 Days				
D6-65	Deliverable Acceptance Criteria for Phase VI	\$-	\$-	\$-
D6-66	Post Implementation Report	\$-	\$-	\$-
D6-67	Post Go-Live Support, First 30-Days	\$146,200.00	\$-	\$146,200.00
Total Phase VI - First Month of Post Go-Live Support		\$146,200.00		\$146,200.00
Phase VI - Second Month of Post Go-Live Support - 30 Days				
D6-68	Post Go-Live Support, Second 30-Days	\$146,200.00	\$-	\$146,200.00
D6-69	Final Support Report (Quality Review Post Report)	\$-	\$-	\$-
Total Phase VI - Second Month of Post Go-Live Support		\$146,200.00		\$146,200.00
Retainage Payment				
DR-70	Retainage Payment	\$407,975.00	\$-	\$407,975.00
DR-71	Retainage Payment	\$457,794.50	\$-	\$457,794.50
Total Retainage		\$865,769.50		\$865,769.50
Phase VII - Warranty Period 90 - Days				
D7-72	Deliverable Acceptance Criteria for Phase VII	\$-	\$-	\$-
D7-73	Warranty Support	\$88,944.00	\$-	\$88,944.00



2.5.3. Project Schedule

A detailed Project Work Plan will be developed as part of the VISION Upgrade to 9.2 project. That deliverable is in development at the time of the writing of this document. A high-level timeline chart for the project is included in Figure 2 below

Figure 2: Project Schedule



2.6. Stakeholders

The VISION Upgrade to 9.2 project will conduct a Stakeholder Analysis as part of the project's planning activities. At the time of the writing of this document, that deliverable is in process but has not been completed. Therefore, this section will list the key stakeholders provided in the original Project Charter done by the State during the procurement portion of the project. That listing and a description of the project impact on that Stakeholder is provided in Table 7 below.

Table 7: Stakeholders

Stakeholder Group	Impact
Department of Finance & Management	Updated application, reports and business processes to be supported.
Travel & Expense Users	Change in look and feel of system and possible changes to how travel and expense transactions are entered and processed.
Fiscal Officers of the State	Change in look and feel of system and possible changes to how financial data is extracted and reported.
Agency of Digital Services to include system administrators, application developers, and database administrators	Updated application, reports and business processes to be supported.
VISION Financial Users	Change in look and feel of system and possible changes to how financial transactions are entered and processed.



2.7. Estimated Project Cost

The Sierra-Cedar costs for executing VISION Upgrade to 9.2 are identified in Contract # 34219. The project costs by phase has been broken out by Deliverable, Retainage and Invoice amount in that contract and has been extracted from that contract in Table 8 below.

Table 8: Estimated Project Costs

Project Phase	Phased Deliverable	Retainage	Invoice Amount
Phase I - Plan and Discover	\$288,835.00	\$57,767.00	\$231,068.00
Phase II - Analyze and Design	\$1,207,847.00	\$241,569.40	\$966,277.60
Phase III - Configure and Develop	\$1,697,368.00	\$339,473.60	\$1,357,894.40
Phase IV - Test and Train	\$885,696.00	\$177,139.20	\$708,556.80
Phase V - Deploy and Optimize	\$498,203.00	\$49,820.30	\$448,382.70
<i>Phase Total:</i>	<i>\$4,577,949.00</i>	<i>\$865,769.50</i>	<i>\$3,712,179.50</i>
First Month of Post Go-Live Support	\$146,200.00		\$146,200.00
Second Month of Post Go-Live Support	\$146,200.00		\$146,200.00
<i>Post Go-Live Support Total:</i>			<i>\$292,400.00</i>
Retainage Payment			\$407,975.00
Retainage Payment			\$457,794.50
<i>Retainage Total:</i>			<i>\$865,769.50</i>
<i>Warranty Period Total:</i>	<i>\$88,944.00</i>		<i>\$88,944.00</i>
<i>Total Project Costs:</i>			<i>\$4,959,293.00</i>



2.8. Assumptions, Dependencies & Constraints

The Assumptions, Constraints and Dependencies specific to the Vision Upgrade to 9.2 Project Charter are included in Table 9. Assumptions are factors that, for planning purposes, are true, real, or certain without proof or demonstration. Inaccurate, incomplete or inconsistent assumptions will create project risks and may adversely affect project scope, schedule and/or cost. Constraints are limitations placed upon the project that the Project Manager and Team must work within. Dependencies are completed, ongoing or future projects, or other external factors that this project is dependent on to be successful.

Table 9: Assumptions, Dependencies and Constraints

#	Type (Assumption, Dependency or Constraint)	Description
1	Assumption	The State of Vermont and Sierra-Cedar will work together to determine the most current PUM Image of PeopleSoft FSCM 9.2 and PeopleTools version 8.55.x that represent an Oracle Certified Upgrade path.
2	Assumption	The identified State of Vermont VISION Upgrade to 9.2 project team members included in Section 2.2 of this Project Charter will be available to work with Sierra-Cedar up to 80% of their work day. The State and Sierra-Cedar recognized that unplanned emergencies in the production environment will have an impact on their available time.
3	Constraint	Based on pages 46 & 47 of Contract # 34219 should the State delay implementation of the solution by more than a cumulative fifteen (15) days, either the State or Sierra-Cedar can make a Change Request and if required an amendment to the contract.
4	Assumption	State funding is secured for the project.
5	Assumption	The State of Vermont and Sierra-Cedar will provide a Project Manager available for 100% of their work day. The Sierra-Cedar Project Manager will be onsite 75% of the scheduled project weeks and will work remotely the remaining 25%.
6	Assumption	Sierra-Cedar On-site resources will be onsite 75% of their assigned project weeks. Sierra-Cedar developers will be on-site an average of 50% of their assigned project weeks. Sierra-Cedar's Performance Test lead will work remotely. Sierra-Cedar Upgrader will work remotely except for TM3 and the move to production when he will be onsite.
7	Assumption	The infrastructure and hardware will be available and in place once the upgrade begins.
8	Assumption	Core Project business hours are 8:00AM – 4:00PM (Eastern Time) Monday through Thursday except State Holidays.
9	Assumption	The State and Sierra-Cedar PM will coordinate offsite schedules for the Sierra-Cedar project team.
10	Constraint	Go-live cannot occur during the following blackout timeframes: June 1 -July 25 or Dec 20 -Jan 31.

2.9. Project Risks

Project risks are characteristics, circumstances, or features of the project environment that may have an adverse effect on the project or the quality of its deliverables. A listing of known risks to the VISION



Upgrade of Oracle PeopleSoft Financials Version 8.8 to 9.2 Project Charter

Upgrade to 9.2 project are included in Table 10 below with the associated impact and probability of occurrence, and the plan (i.e., the specific activities to perform) to eliminate or mitigate the risk.

Table 10: Project Risks

#	Risk Description	Impact (H/M/L)	Probability (H/M/L)	Risk Plan
1	PeopleSoft Financials / Supply Chain version 8.8 is no longer supported by Oracle. This means Oracle will not issue security updates or patch vulnerabilities. This leaves the application exposed to malware.	H	H	The VISION Upgrade to 9.2 project will bring the State of Vermont onto an Oracle Supported release of the PeopleSoft FSCM application. Until the Project can "Go Live" with version 9.2 the State of Vermont will have to accept this risk.
2	Project is being staffed by employees who also must maintain their current state job duties. Production work will take precedence over project work.	H	M	Project funding received to date includes funding for departments directly involved in the project to add temporary or limited service positions or allow OT to cover production assignments of those employees dedicated to the project.
3	Communicating goals and objectives of project to our employees and preparing them for the changes that will occur in how our business will be conducted in the future.	H	L	A key part of our project management team is our Change Management Director. This position is responsible for our project communications and training plans.
4	Sierra-Cedar might not be able to provide and maintain the appropriate quality of team members needed to support the VISION Upgrade to 9.2 Project.	H	L	The SCI Project Manager will work with the State to provide and then maintain the appropriate staffing with the needed skills to complete the project. The contract does contain language on SCI staff turnover and that contract will be followed.
5	The State might not be able to provide and maintain the appropriate quality of team members needed to support the VISION Upgrade to 9.2 Project.	H	L	The State of Vermont has assigned their best Functional and Technical team members available to work the VISION Upgrade to 9.2 project. The State Project Manager will work with the State Steering Committee to identify and address any staffing issues.
6	As a result of only using internal Finance and Management staff for system testing, there is a chance that staff will be too familiar with the test scripts and miss opportunities to fully test the system.	L	L	The VISION Upgrade to 9.2 must make a Project Decision on the involvement of subject matter experts from outside of Finance and Management Staff. Once that decision has been made then Organizational Change Management must be used to mitigate the impact of this risk.



7	As a result of using external users to the VISION system for user acceptance testing, there is a chance that they will go outside of the test scripts causing delays, additional work and costs.	M	M	The VISION Upgrade to 9.2 must make a Project Decision on the involvement of subject matter experts from outside of Finance and Management Staff. Once that decision has been made then Testing team will monitor testing efforts to mitigate the impact of this risk.
8	To the extent design is not done in consultation with representatives of impacted users, there could be gaps not addressed or reluctance on the part of end users to accept the changes.	H	M	The VISION Upgrade to 9.2 must make a Project Decision on the involvement of subject matter experts from outside of Finance and Management Staff. Once that decision has been made then the Functional, Organizational Change Management and Testing teams and Project leadership will monitor and attempt to mitigate the impact of this risk.
9	As a result of the Enterprise Resource Planning Phase III E-Procurement Project starting, there is a strong probability that the same functional and technical resources will be needed for both Phase II the VISION Upgrade and Phase III E-Procurement, this will cause schedule delays and additional costs (overtime).	H	H	The State Project Manager and State Business Sponsor will need to monitor the Phase III E-Procurement project and adjust staffing in such a way that will minimize the impact the VISION Upgrade to 9.2 project.
10	To the extent design is done in consultation with representatives of impacted users, there could be delay's in fit/gap analysis and design since users may not have an understanding of the constraints of the system including the concept of trying to be as "vanilla" as possible, Finance internal control requirements, data management requirements for month end and year end or constraints or the requirements of the CAFR. Delays will cause additional work and costs. Allowing users to participate in fit/gap and design may also lead to disappointment and dissatisfaction of users if their desired functionality can not be implemented because of the requirements or constraints referenced above.	H	M	The VISION Upgrade to 9.2 must make a Project Decision on the involvement of subject matter experts from outside of Finance and Management Staff. Once that decision has been made then the Functional, Organizational Change Management and Testing teams and Project leadership will monitor and attempt to mitigate the impact of this risk.



2.10. Project Standards

During the VISION Upgrade to 9.2 the SCI and State project teams will utilize the following standards.

- EPMO Deliverable Templates will be used as the basis for Deliverable templates when an EPMO template is available
- PMI Project Management Body of Knowledge standards for managing a project will be followed.
- The Sierra-Cedar Propel Methodology provided standards and Deliverable Templates will be used and adapted to meet the State's need.
- The use of approved VISION Upgrade to 9.2 Deliverable Templates for all Deliverables. A deliverable cannot be submitted to the State before the DED and Deliverable Template have been approved.
- Deliverables will meet the acceptance criteria found in the approved Deliverable Expectation Document for that Deliverable.
- Project Management processes identified in Contract # 34219 and defined in the D1-04 Project Management Plan will be used throughout this project.
- Technical standards found in the Technical Charter work product will be used throughout this project.



3. Approvals

Role	Name and Title	Signature	Date
Project Sponsor	Brad Ferland AOA Deputy Secretary		
Functional Lead	Nancy Collins Director of Statewide Reporting		
Technical Lead	Frank Costantino Enterprise Resource Planning Director		
Functional Lead	Ruthellen Doyon Director of Statewide Accounting		
Technical Lead	Trudy Marineau Enterprise Resource Planning IT Manager		
Functional Lead	Jana Riddle Change Management Director		
Project Manager	Cheryl Burcham Project Manager		